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The Director of Central Intelligence
Washington, D.C. 20505

National Intelligence Council

12 September 1989

MEMORANDUM FOR: William F. Lackman, Jr.
Deputy Director, ICS

FROM: Fritz W. Ermarth
Chairman

SUBJECT: NIC Offsite Conference

I greatly appreciate your agreeing to participate in the offsite conference of the National Intelligence Council on understanding the DCI's responsibilities in managing the NFIP and identifying ways the NIC can support him.

Let me give you a little more on what we are trying to achieve and how you can help us. As all know, demands for intelligence constantly grow in scope and variety; but now resources are shrinking. This, once again, puts exceptional stress on the roles of the DCI and the DDCI in designing and managing an efficient and coherent National Foreign Intelligence Program. Program managers are the principal initiators as well as managers of NFIP elements; the IC Staff is the DCI's main tool for collating and adjudicating. The NIC is a relatively small body of senior, experienced intelligence officers with, collectively, a very large field of view. In recent months the DDCI has urged the NIC to think about ways we can use our expertise to help anticipate expanding requirements and shifting priorities for purposes of longer-range planning. To do that, we need education on the real problems confronting the DCI in managing the NFIP and then to define a supportive role we can play that really adds value, not just procedural complexity.

We are counting on you to help us with both tasks, to tell us, given your vantage point, what you think we need to hear and then to discuss its implications.

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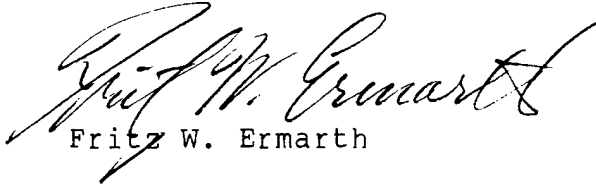
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We are looking to you particularly for basic education on NFIP structure, problems, and procedures, and for help in keeping our discussions on target. I'd recommend fifteen or twenty minutes of opening comments from each of you and then we'll go "free form."

Attached is a "midcourse" version of our agenda.
is project officer for this conference; she'll be back to you with a final version and to arrange logistics for your needs.

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MEMORANDUM FOR: Douglas George
DD/R&E, ICS

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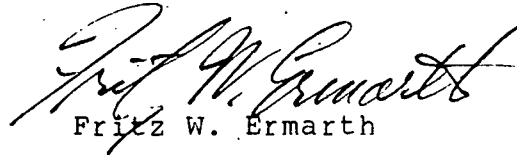
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MEMORANDUM FOR:
Deputy Comptroller

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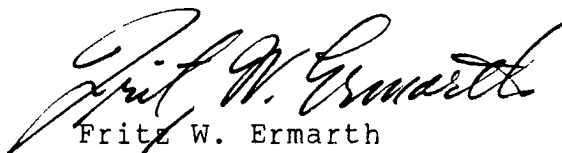
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As the representative of a key program manager, we are looking to you for examples of hard program development issues and especially illumination of some of the softer questions such as maintaining the right mix of human skills. You'll see on the agenda that we are asking you to share the late afternoon session with two counterparts from NSA and GDIP. I'd suggest you prepare to make opening comments of ten or fifteen minutes length, following which we'll have discussion.

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National Intelligence Council

MEMORANDUM FOR: William Crowell
Deputy Director, Plans and Resources
National Security Agency

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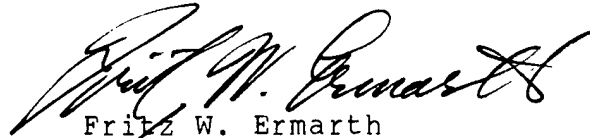
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National Intelligence Council

MEMORANDUM FOR: Martin Hurwitz, Staff Director
General Defense Intelligence Programs
Department of Defense

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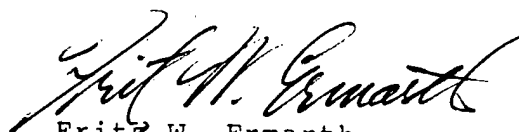
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National Intelligence Council

MEMORANDUM FOR: Keith Hall, Budget Director
Senate Select Committee on Intelligence

SUBJECT: NIC Offsite Conference

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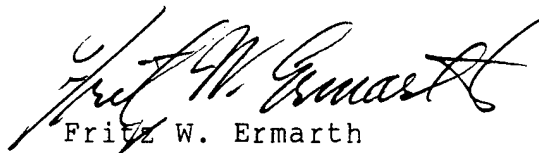
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We are looking to you especially for the perspective from the oversight committees, and, more generally, for the critical outside perspective. I'd suggest you make opening comments of twenty-five or thirty minutes' length, following which we shall surely have a lively discussion.

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6 September 1989

TENTATIVE AGENDA - NIC Retreat
25/26 September 1989

SUBJECT: Support to the DCI in Managing the NFIP

Monday, 25 September 1989

0730 Motor Pool Bus departs Headquarters

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C/NIC Introduction

1030-1145

Discussion Session

Doug George (DD/Requirements and Evaluations/IC Staff) and William Lackman (DD/IC Staff) will speak on the NFIP (what it is, what are the controversies, strategic issues)

1200

Lunch

1300-1430

Discussion Session

Keith Hall, Budget Director from SSCI

1430

Break

1445-1615

Discussion Session

[redacted] Deputy Comptroller), William Crowell (Dep. Dir/Plans and Resources, NSA), Martin Hurwitz (Staff Director, GDIP) will speak on dealing with the NFIP

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1630

Reception

1730

Dinner (Barbeque)

1900-2100

Discussion Session

DDCI - Perspectives on the NFIP

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Tuesday, 26 September 1989

| | |
|-----------|---|
| 0800 | Breakfast |
| 0930-1030 | Discussion Session C/NIC (Open) |
| 1030 | Break |
| 1045-1215 | Discussion Session C/NIC (Open) |
| 1230 | Lunch |
| 1400-1445 | Discussion Session/Closing Remarks C/NIC |

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